ARAA Inaugural Conference Meeting Report

Association of Research Administrators in Africa (ARAA)
Inaugural Conference
20th – 21st November 2008
Moshi, Tanzania

Prepared By Charles Muiruri
                                                Project Leader

Introduction

This was a planning meeting whose main goal was to establish an Association that would facilitate the activities of Research Administrators in Africa. This conference was open to a range of research administrators working across East African Research Institutions and Non-governmental Organizations. The conference aimed to achieve the following goals:

1. Bring together research Administrators from East Africa to foster collaboration, identify best practices, and learn lessons that can be replicated.

2. Discuss the establishment of a network of Research Administrators in East Africa, and brainstorm on plans to eventually expand this across Africa, with a secondary aim of dealing with issues that pertain to Research and Research Administration in Africa.

3. Finally, the intended outcome of this meeting was to map out the future direction of a sustainable Association of Research Administrators in Africa.

Funds to support this conference were provided from a supplemental award through the Duke University's AIDS International Training and Research Program (AITRP) from the National Institutes of Health, Fogarty International Center (NIH/FIC)

Prof. John F. Shao, Executive Director Kilimanjaro Christian Medical Centre (KCMC) and Vice Chancellor Tumaini University, opened the conference with a welcome to the members. In his opening remarks, Prof. Shao outlined the strategies that KCMC was implementing to fully accommodate research in their mission. He also decried the leadership in institutions who have not been fully supportive of research as a component of the institutions' culture. In his capacity as the secretary of the Inter-university Council, he urged participants to involve the Inter-university Council of East Africa in the processes aimed at creating an association for Research Administrators in Africa.. Prof. Shao urged other leaders in East Africa to work together for the common good of the people of East Africa and pledged his continued support to the Association.
Prof. Shao's speech was followed by a presentation by Dr. John Hamilton, Duke University's AIDS International Research and Training Program (AITRP) principal

investigator. Dr. Hamilton underscored the need for strong research administration support for Africa. Given the continued funding increase to African countries from many funding agencies, Dr. Hamilton compared the research support systems in the US and other developed countries, observing that this was one area that had received little attention in Africa. For instance, he noted that their foreign partners trained the current crop of research administrators and that there was very little intra-institution collaboration as research initiatives tended to be decentralized. Further, inter-institutional collaboration in local institutions was non-existent while the continent faced similar or closely related challenges. An emphasis on development of a critical mass of research administrators was crucial as the continent faced other challenges including health care worker shortages. Dr. Hamilton thanked the FIC/NIH for considering this important gap in research development.

Dr. Jeanne McDermott, Program Officer, Division of Training and Research at FIC/NIH made a presentation focusing on the reason why FIC/NIH had funded this initiative. She commended everyone who had availed their effort in developing the proposal. This was a grantee initiated proposal and it fits in perfectly with the FIC/NIH 2008-2012 strategic plan. Specifically she outlined GOAL IV: Foster a sustainable research environment in low- and middle-income countries. Dr. McDermott outlined the strategic priority of supporting the development of research hubs in low- and middle-income countries. These "hubs" would provide a method to enrich and sustain the research capacity of any single institution by linking that institution with other sites, or nodes, within a country or across a region. Depending on the varying individual strengths of network members, a hub or its nodes would serve as a shared resource for training in areas such as bioinformatics, bioethics, clinical trials, research management and *administration.* She commended the attending participants on their vision for the formation of this Research Administrator Association that would be well positioned to address some of the issues in research administration as a hub within Eastern Africa. "This could be the first hub that is developed in Africa" she said.

The agenda for the day included concurrent working sessions to address the three objectives and subsequent working session to establish a common vision. (Appendix 1). Each working session had a facilitator and a timekeeper. Members of each working session were carefully selected to match their interests and expertise. Specific questions that addressed the implementation and evaluation plans for each objective were discussed in each working session. (Appendix 2)

Dr. John Crump; Kilimanjaro Christian Medical Center - Duke University Country Director, Bernard Agala; - KIWAKKUKI Health Inequality Program (Non-Governmental Organization) and Kipruto Kirwa; Research Manager – Moi University led the "Formation of a network, Promoting African ownership and Achieving sustainability" objectives respectively.

Formation of a Network
Key points that came from the working session included the following;

- There was consensus among the group that this new network was to be contained in East Africa initially, and then expanded to other parts of Africa later. The network would target Research Administrators (RAs).

- It was also noted that RAs handled different aspects of research including regulatory, financial management, human resources, study coordination, etc. These ranges of duties would require that the Association develop different competencies in support of research in Africa.

- An important aspect for the development of a strong network was ensuring buy-in from key stakeholders including institutional leadership (Deans, PIs, etc) and also foreign funding agencies.

- Association members would be relied on to share their experiences, both best practices and lessons learned, by letting others learn from what is happening at their institutions. It was also agreed that members who had research administration experience and would continue growing in their knowledge should mentor those who would be learning. The members would also be responsible for reporting back to their home institutions by either writing a report or giving a presentation to foster buy-in of their leaders.

- There was recognition of other societies in Africa and overseas that were also working on similar mission and objectives as those proposed for the ARAA (Association of Research Administrators in Africa). Both SARIMA and SRA International were identified as focusing on RA. ARAA will welcome collaboration with these groups. This collaboration would be captured in the Association's strategic plan. On the implementation of this objective, it was agreed that the AARA meetings, the first one and others to follow, would have a common theme of fostering networking. Tools to share contacts, ongoing collaborations within Eastern Africa would assist in this objective.

- The other component of this objective was the establishment of an ARAA website. The primary goal of the ARAA website would be to provide an avenue for networking and collaboration. Sharing frequently asked questions (FAQs), identifying potential members and communicating with members through live chats, brochures and newsletter and other marketing materials would assist in forging new networks. The evaluation plan for this objective would be to measure the number of hits on the Website, number of members, number of research grants solicited and funded as a direct result of system improvements fostered by ARAA, number of research grants solicited and funded through networks with the ARAA membership, number of individuals trained, and the degree of RA system harmonization across the East African, among other parameters.

Promoting African Ownership

Bernard Agala; Program Director – KIWAKKUKI Health Inequality Program, led the "Promoting African Ownership" working session. In this session the group defined African ownership as African by the agenda and the issues. Further it meant that it was for African Institutions. The Association was poised to drive the research agenda for African Institutions given that majority had not established formal offices of Research support. ARAA would be an instrument of solving challenges to African Research Administration. The members of this group agreed to change the name from Association of African Research Administrators (AARA) to Association of Research Administrators in Africa (ARAA) to be inclusive.

Ownership was recognized as a very important aspect to allow the Association to foster collaboration and therefore maximize the combined efforts in Eastern Africa. The goal, mission and vision of the Association would help create this driving force. Part of the definition of ownership would be derived from the mission and vision statements.

To enhance this objective, members would have to embrace the power of association. By enrolling as individuals and institutional membership, this objective will be achieved. Ownership would also allow the ARAA to move research administration to a profession, as well as to provide an avenue for professional and career development. Championing issues that arise in Africa and how to operate in Africa will also be addressed.

It was quickly realized that the ARAA needed a management structure. The fundamental components of the Association's management would include a strong Advisory Board, the Secretariat, and specialized subcommittees.

Strong Advisory Board

Characteristics of individuals to be considered included for the ARAA Advisory Board are: individuals who can advise on the direction of Research in African Institutions; individuals in higher management of African Institutions; junior and new investigators, and also include research administration experts. The Advisory Board would advise on the larger goals of the ARAA and provide direction for the Association. The Secretariat would report to these individuals on the issues and strategies of the Association.

Secretariat

The Secretariat would conduct the day-to-day work of the Association (i.e., work on mission, vision, charter, constitution). These individuals would implement the approved activities of the Association. These individuals would also be able to push the Association agenda forward within East Africa and their institutions. It was initially suggested that each of the countries represented in the conference would provide two members to the Secretariat. This group would have a virtual office and would utilize a Web collaboration tool like Elluminate. This is an online interactive application that is available through the University of Iowa in the United States. Members would be able to arrange for conferences including voice and videoconference along with presentation capabilities.   It was noted that this application would work well on low bandwidth.

Specialized sub committees

It was proposed that the subcommittees would be established to focus on specific agenda items of the ongoing work at the ARAA. These would be specialized tasks that would have a specific duration of time. Examples of subcommittee activities would include meeting/ conference committee, curriculum committees, constitution development, etc.

Leadership of the association will evolve over time. A constitution for each component of the organization would assist in describing the management structure for ARAA.

Achieving sustainability

Kipruto Kirwa-Research Manager; Moi University, led the "Achieving Sustainability" working session. The group observed that the measures of this objective would need to be credible, and realistic. The challenge for the day was about maintaining, not just conceiving the ideas. Sustainability was seen as not only funding, but also the identification of people to keep things running, and the establishment of ARAA activities. This working group identified the need to establish clear guidelines for procedure and membership within ARAA. Other ideas concerning the sustainability of the Association were that it had to possess characteristics of inclusiveness and consistency over time so that ARAA would not become an ever-revolving doorway where people come with different agendas and different goals each time an Association conference was held. Recognizing a common set of goals (through a well documented vision and mission) would allow the association to attain this sustainability.

Inclusiveness was further defined to include membership with the main focus and objectives defined. Participation was another attribute of inclusiveness. This meant contribution from each, not dominated by one person and democratic in approach. The ultimate process would include a memorandum of understanding among participants and institutions based on a strategic plan which would lay a common ground for this Association. Another keyword for inclusiveness was integration into the existing research enterprise, to better understand where ARAA would put herself and the agenda within the greater movement at work. Identification of an individual niche that the ARAA would fulfill was crucial to elucidate and describe.

Funding would be central to achieving sustainability. Some attractive characteristics for funding agencies included ARAA's demonstration of the completion of a productive activity and not "pushing paper clips". Secondly the organization has to be focused on achievement and not one that is simply written on paper. Performance would be important to demonstrate in the organization. It was recognized that even though the ARAA had initial financial support from FIC for the next two years, it was suggested that individual or institutional membership's fees would be a platform to sustainability in future.

It was further recommended that the ARAA would need two sources of funding, one stable form of support for the primary work of the organization (i.e., meetings), and another set of focused funds that would be used for impact (i.e., projects, implementation at sites, etc.).

A major point that was raised as a way to obtain a stable form of funds was to rely on each of the represented organizations to put the ARAA proposal forth to the government or organization interested in research and research administration, promoting the efficiency of this organization of administrators to help promote the successful completion of research administration duties within their organization or region. Some concrete ideas for raising funds for the Association would include:

> a) Membership funds which demonstrates commitment at individual and organizational level.
>
> b) Offer trainings to obtain funding, local East African fundraising (donors would be local organizations interested in this valuable collaborative resources here- this could be a networking resource for drug companies or clinical studies, where the ARAA could be responsible for coordinating and implementing this effort across the entire region.
>
> c) Writing proposals to seek grants to donors i.e. FIC/NIH, FHI, USAID, EU, World Bank, Welcome Trust, McArthur Foundation, Ford Foundation, CIHR, ACU, PEPFAR, GSK, JICA, SRA International etc.

When agreements for the benefit of the donor as well as ARAA (for instance, where studies or projects were implemented across sites), it was important to keep in mind what our specifically defined goals were and to be sure that the funding the Association received accompanied specific allocation for administrative needs.

Discussions surrounding the question of how to ensure buy-in/recruit/gather interest from new association members and how to maintain interest of existing members yielded several key points, such as the need to highlight the importance of Research Administrators: This is unique within Africa, as it is a first of a kind for administrators to come together and recognize the importance of their role. There was a noted need to be able to brand ARAA as an entity of and for administrators. Leadership within African organizations would certainly recognize administrators' importance, but it had to be brought forth to them.

It was observed by this subgroup that there currently is not enough awareness of the complete range of duties of RAs, yet they are at the core of the research projects. Employing the concept of "Train the trainer sessions" was one way of putting forth the tasks of a research administrator and further the development of a logistical and task-oriented description of their roles would be a vital part of this action plan. It was also recognized that there was a need to do a better job of describing and defining the career trajectory of a research administrator.

In the discussion on membership, two models were discussed;

One of the models is for individuals becoming members and the other is for organizations to put forth a member associated with their organizations. Both models were felt to yield positive results. Individuals would bring their enthusiasm and create a link between their organization and the ARAA. This link will be valuable in the future, but the strength of ARAA will ultimately depend on the individual membership and participation.

The question on whether the members would need to contribute a membership fee was discussed and a majority of the members who were at the working

session agreed that a membership fee model would work. However, there was a need for stringent criteria to ensure sustainability.

After the presentation of the subcommittee recommendations as described above, the conference attendees discussed an overview of the initial set of activities to be undertaken, specifically when and how the association would meet to exchange ideas, how to monitor progress, how to appraise completed efforts, and also give encouragement as part of continuous quality improvements.

The next immediate steps that were agreed as needing to be accomplished were to a) obtain agency/ institutional commitment, b) establish basic structure of the Association, c) establish lines of communication d) form subcommittees based on specific interests, specialization (i.e., fundraising, etc).

After the ARAA was established and a bit down the road, one potential challenge would be the diversity of the continent with so many countries to bring together. Recognizing this issue, members would focus first on East Africa to determine the model that worked to then replicate across the continent. A word of caution was sounded: to beware of politics involved in research and whether the administrators are acting independently in this organization or if they act as a representative of their respective organization. At a minimum the Association had to develop and establish a small startup group that will assume responsibility of getting this group moving forward.

The following questions were addressed before the conference members reached a final consensus. How do we start off? Constitute the Unit? What were the Pros and Cons?

Three options were put forth about how to begin the Association of Research Administrators in Africa:

1. An informal association during the planning stage, then formally register later
2. Register formally from the start
3. Remain an informal association perpetually.

For the first option a series of questions were raised that dealt with: How long is this informal stage? Will we gather enough interest/attention/enthusiasm for this period of time? Do we ever need to formally register the association? Does this manner of start-up match our intended roles, functions and goals?

It was recognized that is was possibly too early to concern members with registration. It was felt that ARAA would informally work with a Secretariat and an Advisory Board until better ideas of registration either by country region etc was determined. However, it was recognized that registration was indeed important, especially for obtaining funding.

It was unanimously agreed that there was a need for an Association coordinator in Africa. It was further recognized that at the formation stage, it would be hard to follow up things without a central person/persons to coordinate these initial efforts. It was a valid concern that as soon as the members left the meeting, each participant would go back to his or her busy life and this would be a potential weakness/ threat to the success and sustainability of ARAA. Therefore, the role of the coordinator in Africa would be defined to assist in planning and execution of the activities of the Association and as sanctioned by the secretariat and

advisory committee (executive committee). These individuals would be responsible for completing these goals, in the setting of initial priorities, and in keeping the group abreast of their progress.

What are the roles of our local institutions?

The majority of the members represented collaborations between registered academic institutions and hospitals, but that was not a requirement to join the organization. It was proposed that local institutions might be responsible for hosting a conference or sponsoring a keynote speaker. Another option would be to allow them to observe initially and then gently encourage their contribution. All felt that it would be important to keep local institutions and organizations informed of what ARAA was doing. Evaluation markers for this objective included a definite structure, group registration, documentation of goals, support from organizations, defined membership, a projection of required funds for viability, and also an Association working document (i.e. Constitution, memorandum of association – a short document with clear language).

After the lunch, the group was split to discuss what the future of this Association would look like in the topic of "sharing a common vision."

The resounding messages from the two sessions were that ARAA had to have some form of structure and infrastructure before anything was done. A structure would provide a foundation for the creation of Vision and Mission of the Association, which would guide the association and sustain it. There was a consensus that the ARAA would first start in East Africa (EA) and then when a model was well established, it would be replicated itself in other parts of Africa. The rational behind it was because of geography and also similarities in issues that surrounded the institutions in EA. The countries to be involved in this chapter would be Uganda, Tanzania, Kenya Rwanda and Burundi. It was the responsibility of members to reach out to their partner institutions around EA to raise enthusiasm. There was recognition of many the challenges and politics surrounding the many competing priorities. Maintaining focus on the mission of ARAA was crucial for sustainability.

There was an agreed need for an Executive Committee and other structures before ARAA started any programs. A coordinating group would also be vital. Having a working constitution, Charter and strategic plan was viewed as the right way forward. First, there was a need to establish Vision, Mission and Goals of the Association. ARAA would require a clear definition of how members interacted and communicated and finally probably foster professional development

Under the vision, proposals floated included "A vibrant network of research administrators with the objective of creating a conducive research environment in Africa." This was further discussed at the debriefing. Additional ideas raised were "To create a sustainable forum for networking in research and capacity development among research administrators in Africa." In terms of interactions, the establishment of a network was viewed as key. This network would provide support for fellow research administrators. Channels or methods of interactions would include databases of all members activities and institutions, through conference calls, using Elluminate portal and also the ARAA website, freeware

available for communication like skype that would facilitate conference calls. A Grant's database from member institutions would be available not only on CRISP but also on the ARAA website. RAs would find local mentors, funding and job opportunities will also be available. A members list serve would also be vital to support networking.

Under professional development, there were proposals of training curricula for research administration. Topics would Include in training on IRB administration, grant administration, financial administration, human resources administration Other ideas included certification and accreditation for setting standard for research assistance.

The members reached consensus to act on some points before the end of the meeting. The formation of an Advisory Committee, Coordinating Group /Secretariat was the first one. The Advisory Committee would oversee the recommendations and running of the ARAA. The Secretariat would coordinate the activities of the ARAA, work on the strategic plan and also future programming. Members would be charged with the responsibility of reporting to home Institutions. Further, the members would provide information about other institutions that would want to join the association to the steering committee and the steering committee would assist in developing strategies to reach out to the institutions. Each country was to elect two members to the Secretariat before the end of day one of the conference. Members discussed about the interaction with other societies who had similar or closely related objectives as ARAA. A member who had attended the SARIMA meeting in 2008 mentioned that the group was only focused on assisting issues that pertained to South Africa as a country. He noted that whereas East Africa was building capacity in Research, South Africa was at the implementation stage. This was found to be restrictive and would not be useful for other countries. It was however noted that it was important for members of the steering committee to find out more about the other societies around the world.

After the working sessions of the conference, the first presentation was from Makerere University by Henry Tumwijukye –PI Makerere University - John Hopkins University (MUJHU) International Extramural Associates Research Development Award (IEARDA) and Isaac Kyeyune Training Program Coordinator MUJHU - IEARDA. Their presentation focused on their accomplishment and challenges in their initial years. The program had witnessed a lot of success in the areas of training and outreach. This was a very important session as all the institutions present at the conference had recently applied for the IEARDA grant. The purpose of this grant, which is funded, by the Eunice Kennedy Shriver National Institute of Child Health and Human Development (NICHD) is to expose institutions to the internal grant processes at NIH so that they can better manage NIH grant applications, funding mechanisms and awards. The ultimate aim is to develop a cadre of administrators to facilitate faculty staff and investigators to actively engage more in biomedical and behavioral research. Even though the training was on NIH policies and regulations, these were more rigorous and other funding agencies were easier to work with since they were not as stringent. Since MUJHU received the IEARDA grant in 2007 and they have experienced an

increased grants applications and submissions. For example, MUJHU went from none in 2006 to over 8 applications currently (a 50% success rate). Five (05) major trainings had been conducted in different grants areas and over 100 Pas, RFAs and FOAs have been disseminated to investigators and stakeholders in and outside Uganda. Some of the challenges highlighted included: limited number of locally available trainers knowledgeable in grantsmanship; diversity in IT, Human resource structures at the five different offices of research development, pressure to include other affiliates in the training activities amid very limited resources (currently overwhelmed by the demand!); and difficulties developing a measurement and evaluation system that captures all institutions involved in the activities (resources & Institutional politics). They lauded the creation of ARAA as an avenue for outreach of their program and a chance to share, learn and mentor other in the region in the management of the award. They also pledged to assist those institutions that were applying or were applying for the IEARDA grant.

The keynote speech was delivered by Prof. Elly T. Katabira, president elect International AIDS Society (IAS), Associate Professor of Medicine and former Deputy Dean for Research, Faculty of Medicine, Makerere University. Prof. Katabira outlined a history of research at Makerere University college of Health Sciences. He observed that previously training curricular at the postgraduate level did not prepare the soon to be investigators effectively. Further investigators had the fiscal responsibility of the projects they worked on since no systems existed to assist them. This scenario had demoralized many investigators, which led to a decline in the enthusiasm for Research as they spent more time soliciting and reporting funds. Furthermore, most students who took postgraduate studies to enter private practice, which was more lucrative. The college of Health sciences embarked on setting up a research grant office. Initially, he observed that faculty did not appreciate or understand the Research Administrators role. Prof. Katabira charged ARAA with the responsibility of advocating for the usefulness of a research Administrator. He underscored the fact that if Africa wanted to compete in the global research environment, it's research administration core had to be strong and sustainable. He pointed out that one of the bottlenecks for the sustainability of RA within institutions was the amount of indirect cost the foreign institutions received. Whereas US and European institutions received higher allocations for indirect cost, the African and Asian institutions indirect costs remain at a mere 8%. This would mean that the institutions would have to go after very many grants and receive many awards for them to support the grant offices. He commended the formation of the ARAA.

On the second day of the conference Dr. Rose Bosire, faculty at the department of pediatrics, University of Nairobi (UoN) , Kenya Medical Research Institute (KEMRI) and Jomo Kenyatta university of Agriculture and Technology (JCUAT) presented "future of Research in Africa." She lamented that even though medical institutions and Universities had training, service delivery and research as their core functions, most did not value the Research function. Training curricular did not also prepare the students for the realities of the research world. Understanding the environment the researchers were working in was very

crucial. This included the fact that the continent faced the highest burden of diseases and a shortage of health care workers. These and other factors call for tailored solutions to advance research in Africa. "Solutions that may be applicable in the west may not necessarily work in Africa" she said. Dr. Bosire's experience at her institution was that most of the projects did not have well-organized research support infrastructure and this led to low morale on new investigators. The research landscape had become very competitive that even "old dogs had to learn new tricks". She observed that the research agenda was donor driven which at times led to skewing of the local needs. A SWOT analysis on the state of Research from her experience recognized that there were qualified and experienced scientists in the regions who desired to be competitive. Multi-tiered management approval process resulting in delays and discouragement to scientists who are always working on the funding agencies timelines, poor policies and practices for human resource development and management were some of the weaknesses that she had observed. Opportunities that she observed included increased emphasis on technology transfer, increased emphasis on evidence based informed policy strategy and practice, creation of centers of excellence and finally development of a critical mass of well-trained personnel. Some of threats observed included reduced government allocation for research and therefore dependency on external funding, some government policies such as allocation of funds for Research and lack of harmonization of regulatory processes within countries. She finally cautioned that there were no predetermined futures; the future depended on what is currently done to ensure a brighter future.

Institutions that were represented at the conference provided an overview of how research administration worked, successes, challenges and how their membership in ARAA would assist them. Some of the highlights and similarity in their presentations included;

- Decentralized operations of research administration within institutions
- Minimal funding from the governments to fund research
- Minimal understanding or appreciation of the RA role in research
- Most RA development was done by foreign partners

All presenters lauded the creation of the ARAA as a forum that will collectively address some of the challenges the RAs faced in EA. Moi University, MUHAS and KCMC had applied for IEARDA grants and were awaiting final review by the NICHD.

At debrief, the members ironed out some of the highlighted vital action items of the conference. This included the selection of the six members of the Secretariat. Two members of the Secretariat would represent each country. The representatives from each country selected the members. Uganda selected Henry Tumwijukye and Catherine Tuganeiyo. Kenya selected Paul Ndungu and Kipruto Kirwa and Tanzania selected Daima Athman and Ahaz Kulanga. Further, Harriet Nambooze was selected as the Coordinator for the Secretariat.

The six members were charged with the following immediate tasks.

(1) To develop the Association's Strategic Plan, Charter, Constitution

(2) Plan for the next meeting by March 2009.

Profs John Shao, Muhsin Aboud, Elly T. Katabira, John D. Hamilton and Dr. Rose Bosire were selected as the first members of the Advisory committee. This group would provide advice and feedback to the Secretariat.

Additionally, there was agreement for the Secretariat to meet in early 2009. Prof. John Shao, pledge to fund this important meeting that would be held in one of the cities in EA.

Moi University was voted as the next hosting institution for calendar year 2009.

Meeting Evaluation

At the end of the conference, participants were asked to complete an evaluation form to enable conference organizers to take into account participants' particular interests when planning for subsequent conferences. The form also solicited suggestions on the focus of future conferences.

Out of 27 participants 22 (81%) submitted evaluation forms.

GENERAL COMMENTS

In the first section of the evaluation, the rating was 5 for excellent and 1 for poor. Respondents generally praised the Conference.

Overall experience at the conference

20 out of 22 respondents rated their overall experience at the conference excellent. Only 2 rated their experience as very good.

Presentations

17 participants rated the presentations throughout the conference as excellent while 3 rated them as very good and 2 did not respond.

Length and relevance of working sessions on Objectives

13 participants rated the length and relevance of working session on objectives as excellent while 7 rated them as very good and one rated them as good and 1 did not respond to the question.

Length and relevance of working sessions on aims

14 participants rated the length and relevance of breakout session on aims as excellent, 5 rated the sessions as very good, 2 rated them as good and finally, 1 participant did not respond to this question.

Key note speech

17 participants rated the keynote speech as excellent, while 5 rated the speech as very good.

Key note speaker

18 participants rated the keynote speaker excellent while 3 participants rated him as very good.

Future of Research in Africa speech

18 participants rated the speech as excellent while 4 rated it as very good.

Future of Research in Africa speaker
16 participants rated the speaker as excellent, 5 rated her as very good and 1 rated her as good.

Length of the entire conference
9 participants rated the length of the entire conference as excellent, 11 rated the length as very good and 2 rated it as good.

Meals provided at the conference

16 participants rated meals provided at the conference as excellent, 5 rated the meals as very good and a rated them as good.

Accommodation at Kilimanjaro Crane Hotel
9 participants rated accommodation as excellent, 6 rated it as very good, 3 good and 4 did not respond to this question.

Expectations
All respondents felt that the conference met their expectations

Recommend ARAA to other members
19 participants would recommend ARAA to other members, 1 would not and 2 did not respond to this question. The one who would not recommend others to join ARAA, indicated that the ARAA would need to be in a stable form before others were invited to join.

Willingness to serve in any working groups/ committees
21 participants were willing to serve in any working groups for ARAA, 1 did not respond to this question

Topics to consider for future meetings
The conference participants recommended the following topics for future meetings:
- Role of a Research Administration Officer
- Fund-raising strategies for research publication of research data
- Grant writing,
- Research Administration training
- Regulatory issues
- Building collaboration between Researchers/ investigators and RA (identity),
- F& A,
- Establishing Grants and Contracts offices,
- Implementation of RA curriculum,
- How to help institutions who are lagging behind,

- Training in Financial Management,
- Compliance,
- Impact of RA in Research,
- Budget preparation,
- Monitoring research findings.

Institutions to be invited in the next meeting
Conference participants recommended inviting the following institutions to future meetings:
Tanzania - National Institute if Medical Research (NIMR) ,
    Commission for Science and Technology (COSTECH),
    Sokoine University, St. Augustine University, Bugando Hospital,
    Mbeya Referral hospital, Ifakara Health Institute, University of Dar Es Salaam,
    University of Dodoma, Hubert Kairuki University

Rwanda - National University of Rwanda,
Burundi – Universite du Burundi
Kenya – Jomo Kenyatta of Agriculture and Technology (JKUAT)
- Kenyatta University
- Maseno University
Uganda – Rakai Health Sciences Program
- Institute of Infectious Diseases
- School of Public Health – Makerere University
- Mbarara University of Science and Technology
- Gulu University

Community based research organization

Most useful part of the conference

Most participants found the working sessions most useful followed by presentations for member institutions, then speeches, networking, and strategic plan discussions.

Any more comments

Selected comments included great organization, great opportunity for networking, Excellent range of experts, Sharing is the only strength to build up and keep things moving, More involvement of key stakeholders, PI, Senior Administrator in institutions, Stress to the current members to take their own personal initiative on making the Association exist by spreading the word to other institutions, If possible the conference should be held after 6 months so as to keep everyone on their toes.

AARA Planning Meeting Agenda

Association of African Research Administrators Conference
Moshi, Tanzania
Date: November 20 – 21, 2008

Time	Activity	Moderator	Location
7:00 – 8:30 am	**Breakfast and networking**		
8:30 – 8:40 am	Introduction		Main Hall
8:40 – 8:50 am	Agenda and logistics	Charles Muiruri	Main Hall
8:50 – 9:15 am	Commencement speech	John F. Shao, MD, MSc, PhD	Main Hall
9:15 – 9:45 am	Expanding Research support in Africa	John D. Hamilton MD	Main Hall
9:45 – 10:15 am	Why is Research Administration important to NIH?	Jeanne McDermott, C.N.M., M.P.H., Ph.D	Main Hall
10:15 – 10:30 am	**Break**		
10:30 – 11:30 am	**Concurrent Working Sessions**		
	Objective 1 - Establishing a network	John A. Crump, MD	Main Hall
	Objective 2 - Promoting African ownership	Bernard C. Agala	Meeting area A
	Objective 3 -Achieving sustainability	Kipruto Kirwa	Meeting Area B
11:40 – 12:10pm	Facilitators' presentations from the breakout session	John Crump, MD Bernard C. Agala Kipruto Kirwa	Main Hall
12:10 - 12:40 pm	Q& A and feedback from members	Ahaz Kulanga	Main Hall
12:40– 1:40 pm	**LUNCH**		
1:50– 2:30 pm	**Concurrent Working Sessions - Aims**		
	Sharing a Common Vision	Charles Muiruri	Main Hall
	Sharing a Common Vision	Henry Tumwijukye	Meeting Area B
2:00 – 2:30 pm	Facilitators' presentations from the breakout sessions	Charles Muiruri Henry Tumwijukye	Main Hall

Time	Activity	Moderator	Location
2:30 – 3:00 pm	Q& A and feedback from members	Harriet Nambooze	Main Hall
3:00 – 3:15 pm	Break		
3:20 – 4:15 pm	IEARDA – Challenges and Best Practices (IEARDA 101)	Henry Tumwijukye	Main Hall
	Makerere Univ. & Johns Hopkins Collaboration Research Administration Training Program	Isaac Roy Kyeyune	
4:15 – 4:45 pm	Debrief	Panel	Main Hall
4:45pm	Adjourn		
6:00 – 7:30 pm	Dinner and Keynote Speech	Elly T. Katabira, MBChB, M.MED, FRCP	
November 21, 2008			
8:00– 9:00 am	Breakfast and Networking		
9:00– 9:10 am	Review agenda and discuss logistics	Francis Karia	Main Hall
9:10 – 9:40 am	Future of research in African institutions	Bosire, Rose MBChB, MPH	Main Hall
9:45 - 10:15 am	Univ. of Nairobi presentation –Research Administration and AARA Integration	Wambui Karuoya Teresia Maina	Main Hall
10:15 am – 10:30 am	Break		
10:30 am – 11:00 am	MUHAS - Research Administration and AARA Integration	Daima Athmani	Main Hall
11:00 am – 11:30 am	Moi University - Research Administration and AARA Integration	Christine Chuani	Main Hall
			Main Hall
11:30 am – 12:00 pm	KCMC - Research Administration and AARA Integration	Francis Karia and Ahaz Kulanga	
12:00 pm – 1:00 pm	Lunch		
1:15 – 2:00 pm	Website Content/Logo	Charles Muiruri / Paul Ndungu	Main Hall

Time	Activity	Moderator	Location
2:00 – 2:30 pm	Where do we go from here?	Muhsin Aboud MD, MMed	Main Hall
2:30 – 2:45 pm	**Break**		
2:45 – 3:00 pm	Vote on next year's host	Vera Mushi	Main Hall
3:00 pm	Closing Plenary	Prof. John Shao	Main Hall